

Conflict Resolution Systems Design

CR525: 201201

Mondays, 5pm – 9pm

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Course Description:

This course introduces students to a systems approach to designing organizational conflict resolution services. Students will learn about organizational conflict, and will develop organizational systems to work toward resolution. Students will learn to diagnose and correct problems in existing systems, and will develop skills to create and implement new systems. Students will become familiar with logic models in program design, and will explore strategies to generate support for programs.

Pedagogy:

This class will use a hybridized form of learning, which means that part of the class will take place on the online course site. The face to face (F2F) portion of the class will practice what bell hooks calls engaged pedagogy. Pedagogy is the work or occupation of teaching, and "engaged" hopefully speaks for itself. Students are expected to actively engage with the information offered by the instructor and the materials, both in class and in the assignments. Course learning will involve less lecturing and more dialogue between students and students, and students and instructor. Dialogue focuses on collaborative learning, and is communication that can awaken expanded consciousness.

Learning Objectives:

1. Students will learn terminology and concepts of organizational conflict and conflict resolution.
2. Students will strengthen and enhance their skills and understanding of organizational conflict, organizational conflict resolution, and conflict resolution systems.
3. Students will develop skill in designing projects, and in creating appropriate strategies for funding such projects.
4. Students will gain familiarity with literature on organizational conflict resolution and conflict resolution system design.

Required Reading:

Required and recommended reading materials will be available as complete references to be searched through the PSU library databases, as online links, as pdf files through the D2L course site, or as handouts distributed in class. Additional reading will also be provided and/or suggested in the course content section of the D2L site.

Course Requirements:

Participation: 10 classes @ 10 points each = 100 points

Attendance, reading, and discussion participation are all mandatory components of this class. Your engaged presence in class will ensure that this is a valuable learning experience for everyone present. Be sure to sign the attendance sheet when you enter the class, as this will be the single indicator of your presence in any given class period (and will form the basis of participation point accumulation).

Weekly Paper: 7 papers @ 20 points each = 140 points

Write a two-page paper describing an organizational conflict you have experienced. If you have not had experience working within an organization as an employee, you may use examples from school or volunteer work. This paper will integrate the concepts of organizational conflict introduced in the text with your own personal experiences and insights.

Midterm: 60 points**Option 1: Book Review**

Review one of the texts in the Conflict Management Systems Design bibliography (or pursue other text of interest, approved by instructor). A book review is an academic paper that describes key points and appraises the strengths and weaknesses of the text. For more information about Book Reviews, see <http://owl.english.purdue.edu/owl/resource/704/1/>

Option 2: Interview of CR Systems Designer

Interview someone who has designed a CR System, and find out how they went about the process of designing the system, what they learned in retrospect, and what advice they would have to others embarking on similar projects. Students interested in this option will collaborate on D2L, during the first half of the term, to develop their interview protocols.

Final Project: 100 points

The final project will be an organizational assessment and proposed system design for an organization that students have an existing relationship with, or for an organization of interest. The instructor will work with each student to determine how best to select an appropriate organization. The final project will include an organizational assessment, a linear logic model of the system, and a narrative paper that describes the complete design, and includes potential funding strategies.

D2L:

Students are expected to have access to a computer, and access to the Internet, to participate on the D2L course site. Assignments and vital course information will be posted on the course site, and weekly discussion forums and peer review will augment the F2F portion of the course.

Course Schedule:

Wk	Date	Topic	Reading	Assignment
1	1/9	Introduction	None	None
2	1/16 MLK DAY	No F2F meeting (holiday)	Brahm, E., & Ouellet, J. (2003). Designing new dispute resolution systems. Retrieved from www.beyondintractability.org/bi-essay/designing-dispute-systems Society of Professionals in Dispute	#1. Turn in a two page, reflective paper that describes your experience with systemic/organizational conflict, and the questions you have about CR Systems Design

			Resolution. (2001). Designing integrated conflict management systems: Guidelines for practitioners and decision makers in organizations (Cornell Studies in Conflict and Dispute Resolution. No. 4). Ithaca, NY: Cornell/PERC Institute on Conflict Resolution and Washington, DC: Association for Conflict Resolution. http://digitalcommons.ilr.cornell.edu/icr/2	as a result. This paper should conclude with an overview of your learning goals for this course.
3	1/23	Organizational Conflict Group Dynamics and Strategies for Cooperation	Boros, S. (2010). Struggles for cooperation: conflict resolution strategies in multicultural groups. <i>Journal of managerial psychology</i> , 25(5), 539-554. Costantino, C. (2009). Second generation organizational conflict management systems design: A practitioner's perspective on emerging issues. <i>Harvard Negotiation Law Review</i> 14(81) 81-100. Rahim, A. (2002). Toward a theory of managing organizational conflict. <i>International Journal of Conflict Management</i> , 13(3). Doi:10.2139.	#2. Using the concepts/theories from the reading, write a paper that reframes/re-analyzes the conflict you described in your first reflection.
4	1/30	Leadership Considerations and Decision Making Processes Guest Presentation: Tim Hicks, University of Oregon	Answell, C., & Gash, A. (2008). Collaborative governance in theory and practice. <i>Journal of Public Administration Research and Theory</i> , 18(4), 543-571. Innes, J. (2004). Consensus building: Clarifications for the critics. <i>Planning Theory</i> , 3(1), 5-20. DOI: 10.1177/1473095204042315 Society of Professionals in Dispute Resolution. (n.d.). Report on competencies in conflict management systems design: SPIDR's committee on credentials, competencies and qualifications. PERC Institute on Conflict Resolution and Washington, DC: Association for Conflict Resolution.	#3. Write a reflection on how collaborative governance can be used to address complex and/or intractable conflicts. AND Select Organization for Final Project.
5	2/6	Tools for Leadership	Links to Reading/Resources on D2L <i>Enneagram</i> <i>Meyers Briggs</i> <i>Thomas Kilman</i>	Midterm Due
6	2/13	Organizational Assessment Evaluation Methodologies	Lipsky, D., Seeber, R., & Fincher, R. (2003). Evaluation of conflict management systems. In d. Lipsky, R. Seeber, & R. Fincher's <i>Emerging systems for managing workplace conflict: Lessons from American corporations for managers and dispute resolution professionals</i> , 263-295. San Francisco, CA: Jossey-Bass.	#4. Conduct preliminary Organizational Assessment.
7	2/20	Project Design and Proposal	Kellog Logic Model	#5. Write a 1-2 page paper that describes type(s) or grants and

		Development	MINER 1	funding that might be available for your project.
8	2/27	Grants and Project Support	MINER 2	#6. Turn in preliminary Linear Logic Model for your Final Project/CR System Design.
9	3/5	Researching Funding (field trip to central library)	MINER 3	#7. Complete funder form for 10 potential funders (completed during class period)
10	3/12	Review and Final Project Presentations	None	Final Project Due

Please notify instructor if you need any special accommodation!

Work submitted by students will be evaluated for academic honesty. Any breach of academic honesty will be met with the consequences established by PSU policy